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ANNUAL REPORT

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Michael J. Raines, *Managing Director*  
Helma Shelley, *Executive Secretary and Assistant Managing Director*

# WAR MEMORIAL OF SAN FRANCISCO

OPERA HOUSE . . . VETERAN'S BUILDING . . . ART MUSEUM

EXECUTIVE OFFICE • SUITE 110 • VETERANS' BUILDING  
SAN FRANCISCO, CALIFORNIA 94102  
TELEPHONE 674-6660

September 20, 1979



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Honorable Dianne Feinstein  
Mayor, City and County of San Francisco  
City Hall  
San Francisco, California 94102

Dear Mayor Feinstein:

Pursuant to Charter Section 3.5000(e), herewith is the War Memorial's Annual Report for FY 1978-79.

As set out in Charter Section 3.610, the Board of Trustees of the San Francisco War Memorial shall "have charge of the construction, administration, and operation of [the] War Memorial and of the grounds set aside therefor."

Once policy is set by the Board of Trustees, it is executed by the War Memorial Managing Director and Assistant Managing Director. These two managing positions are assisted by secretaries, Lucille Kijian and Jar Heath, and by an accountant, Song Tay. The four positions comprise the executive office of the War Memorial. Apart from the executive office staff, there are currently forty-one permanent employees and four CETA employees. These employees are employed as custodians, electricians, stationary engineers, security guards, stage-door attendants, elevator operators, etc.

A FY 1978-79 Operational Summary of the War Memorial Opera House and Veterans' Building is provided by the following data and comments covering (1) operating budget data, (2) capital improvements and facilities' maintenance, and (3) usage of both buildings.

- (1) War Memorial Comparative Operating Budget Data (Operating budget data excludes funds for capital improvements which are covered elsewhere in this report):



September 20, 1979

War Memorial - General (46-01)

<u>Revenue</u>	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>
Ad Valorem (and SF Museum)	\$752,630	\$ 994,120	\$ 944,372
*Rent	137,943	180,440	245,577
Concessions	72,616	97,510	95,418
Miscellaneous	1,048	1,237	3,877
	<u>\$752,690</u>	<u>\$1,273,307</u>	<u>\$1,289,244</u>
*Opera House.....	\$217,618		
The Herbst Theatre			
and Green Room...	20,309		
Office.....	7,650		

Expenditure Budget

Personnel	\$576,425	\$545,928	\$581,604
Contractual Services	271,433	145,512	56,840
Material and Supplies	19,285	20,625	22,000
Equipment	2,193	3,807	-0-
Fixed Charges	26,710	62,000	55,000
MFB	144,106	157,894	164,126
Services, Other Depts.	24,135	22,799	112,216
	<u>\$964,287</u>	<u>\$958,565</u>	<u>\$993,736</u>

War Memorial - Art Museum (46-02)Revenue

Ad Valorem	\$ 70,634	\$ 84,629	\$(Please see above: War Memorial - General)
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Expenditure Budget

Personnel	\$ 37,361	\$ 44,785	\$ 40,369
Contractual Services	13,355	13,634	68,070
Material and Supplies	10,578	9,416	9,564
MFB	9,340	11,914	11,324
	<u>\$ 70,634</u>	<u>\$ 79,749</u>	<u>\$149,527</u>

The budget of the San Francisco Art Museum contained a sum of \$67,000, which is an annual payment agreed upon for the automation.



of the elevators in the Veterans' Building which, due to a strike in the Westinghouse plant, has been delayed and will probably not be undertaken before the 1979-80 fiscal year.

The total revenues generated by the War Memorial are \$1,289,244. Total expenditures are \$1,119,009, resulting in a return to the general fund by the department of \$170,235. The revenue generated by the War Memorial from rentals for the fiscal year 1978-79 totaled \$344,872.

(2) Capital Improvements and Facilities' Maintenance:

No funds were provided for capital improvements in FY 78-79.

The sum of \$70,000 was appropriated for facilities' maintenance projects. Of this amount, \$32,000 was work ordered to DPW, Bureau of Building Repairs, for routine maintenance and repair projects in the Opera House and Veterans' Buildings. The remaining portion of the \$70,000 provided for facilities' maintenance was used to contract for various repairs required during the course of the fiscal year.

The amount provided for facilities' maintenance in the 1976-79 budget is far below the sum which is reasonably necessary for the maintenance of the facilities, taking into consideration the age of the buildings and the equipment contained therein.

The Opera House Extension has been substantially completed as of the end of August, 1979, and is presently being occupied. This Extension has added 38,000 square feet to the Opera House, including office space, and will assist in alleviating the problem of space that existed prior to its completion. The major portion of this project was funded by a local Public Works Program (EDA), plus the contributions from the Sponsors for the Performing Arts Center.

Construction of the new Symphony Hall on the former Commerce High School parking lot is proceeding on schedule and is expected to be completed in the late Fall of 1980. The construction of the Rehearsal Hall (Zellerbach Hall) is expected to commence prior to the end of 1979.

The Board of Trustees, by application to the Civil Service Commission, has obtained a reclassification of the position of Managing Director, the title of which will be "Managing Director of Performing Arts Center and War Memorial," which classification resulted in an increase



September 20, 1979

of the salary range for the office. The search firm of Heidricks and Struggles was retained by the Board whose services were paid by a grant awarded to the Board by The San Francisco Foundation, for the purpose of obtaining the best qualified person to fill this position.

### (3) Buildings' Use:

Bookings continue to provide practically 100 per cent attendance at events which are performed in the Opera House. The seasons of the San Francisco Opera Symphony and Ballet leave few scheduling opportunities to book outside attractions. With the completion of the Symphony Hall and the Rehearsal Hall, it is expected that more time in the Opera House will be available to outside attractions and it is the expressed desire and policy of the Board of Trustees that as many outside attractions as can be accommodated be brought into the Opera House.

The comparative Opera House figures for the past three years follow:

<u>Opera House Usages</u>	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>
SF Opera and Student Opera Performances	67	66	69
SF Symphony Performances	88	95	97
SF Ballet Performances	69	76	80
Other Concerts and Performances	51	53	44
Rehearsals	251	260	273

### The Herbst Theatre:

The Herbst Theatre, which has been in operation for a little over a year, has proven to be a valuable addition to the cultural facilities available in the area. There have been 136 performances in The Herbst Theatre and fifty-four rehearsals.

### SF Museum of Modern Art:

Located on the ground, third, and fourth floors of the Veterans' Building, the Museum of Modern Art attracts increasing numbers of visitors with its permanent collection, special exhibits, and film programs.

### Veterans' Facilities:

Veterans' organizations' offices on the first floor of the



September 20, 1979

Veterans' Building, as well as meeting rooms on the second floor, are controlled by the War Memorial Commission (American Legion) under the War Memorial Trust. Custodial services and maintenance is provided by the City. The American Legion War Memorial Commission, in 1977, entered into an agreement with the Board of Trustees relinquishing to the Board the management and control of the Veterans' Auditorium (The Herbst Theatre) and the Green Room. Auditoriums Nos. 1 and 2 have been relinquished for use by the San Francisco Museum of Modern Art.

With the completion of the Louise M. Davies Hall and the Zellerbach Rehearsal Hall, the San Francisco Performing Arts Center, consisting of the Opera House, The Herbst Theatre, Louise M. Davies Hall, and Zellerbach Hall, will be one of the largest and finest performing arts complexes of its kind in the nation. This complex will provide an excellent home for the resident companies, to-wit: Symphony, Opera, and Ballet; and will make it possible to bring to the Bay Area many additional attractions.

The use of these facilities and the patronage of the attractions booked therein will result in the expenditure of millions of dollars in the City by those attending. The revenue generated by this facility will continue to increase.

Maintenance on the Opera House has been deferred in the past years and, though it is an understandable political and fiscal expediency under the present budget restrictions, it will only result in disastrous financial requirements in the future. The funds for necessary maintenance of public buildings must be provided.

The continued cooperation of the Mayor and the Board of Supervisors to provide the funds to properly maintain and operate the complex is earnestly requested.

Very truly yours,



F. Campagnoli



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GEORGE G. MATSON, *Managing Director*  
THELMA SHELLEY, *Executive Secretary and Assistant Managing Director*

# WAR MEMORIAL OF SAN FRANCISCO

OPERA HOUSE . . . VETERAN'S BUILDING . . . ART MUSEUM

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November 19, 1980

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Hon. Dianne Feinstein  
City Hall, Room 200  
San Francisco, California 94102

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Dear Mayor Feinstein:

Pursuant to Charter Section 3.500(e), herewith is the War Memorial's Annual Report for Fiscal Year 1979-1980.

As set out in Charter Section 3.610, the Board of Trustees of the San Francisco War Memorial shall "have charge of the construction, administration, and operation of (the) War Memorial and of the grounds set aside therefor."

Once policies are set and procedures are approved by the Board of Trustees, they are executed by the War Memorial Performing Arts Center Managing Director and Assistant Managing Director. These two managing positions are assisted by two secretaries and an account clerk. Those five positions comprised the executive office of the War Memorial Performing Arts Center for Fiscal Year 1979-1980. A senior accountant, Facility Services Manager, Public Relations Director and Assistant, and an Administrative Assistant to the Managing Director were added in July of 1980, bringing the total to ten positions for Fiscal Year 1980-1981. Only the senior accountant is a city employee, the other four are Foundation employees. Apart from the executive office staff, there are currently thirty nine permanent or temporary employees and three CETA employees.

A Fiscal Year 1979-1980 Operational Summary of the War Memorial Performing Arts Center is provided by the following data and comments covering (1) operating budget data, (2) capital improvements and facilities maintenance, (3) usage of facilities, and (4) Foundation employees and activities.

## (1) WAR MEMORIAL COMPARATIVE OPERATING BUDGET DATA

	War Memorial - General (46-01)		
Revenue	1977-78	1978-79	1979-80
Ad Valorem	994,120	944,372	1,010,757
Earned Revenue			
Opera House Rental	180,440	202,706	228,308
Herbst Theatre & Green Room		18,823	42,230
Total Theatre Rental	180,440	221,529	270,538



Office Rental	0	7,650	27,295
Concessions	97,510	89,654	96,613
Misc. Service Charge	1,237	627	4,445
Total Earned Revenue	279,187	319,460	398,891
Total	1,273,307	1,263,832	1,409,648

Expenditure BudgetWar Memorial - General (46-01)

	1977-78	1978-79	1979-80
Personnel	545,928	581,604	826,137
Contractual Services	145,512	58,840	57,586
Material and Supplies	20,625	22,000	25,682
Equipment	3,807	0	0
Fixed Charges	62,000	55,000	0
Maintenance	157,894	164,126	127,666
Services, Other Depts.	22,799	112,216	142,878
	958,565	993,786	1,179,949

War Memorial Art Museum (46-02)

Personnel	44,785	48,935	32,748
Contractual Services	13,634	29,170	0
Material & Supplies	9,416	0	0
Maintenance	11,914	0	0

<u>Total Expenditures</u>	<u>1977-78</u>	<u>1978-79</u>	<u>1979-80</u>
	1,038,314	1,071,891	1,212,697
<u>Total Retd. to Gen. Fund</u>	234,993	191,941	196,951

The total revenues available to the War Memorial in 1979-80 were \$1,409,648 and total expenditures were \$1,212,697, resulting in a return to the general fund by the department of \$196,951.

(2) CAPITAL IMPROVEMENTS AND FACILITIES MAINTENANCE

No funds were provided for capital improvements in our budget Fiscal Year 79-80.

Through the efforts of Sponsors of the Performing Arts Center the \$40,000,000 in capital improvements are almost complete. The Opera House Extension was completed in 79-80. The Louise M. Davies Symphony Hall was opened September 16, 1980 and will be completed by the Spring of 1981. The Zellerbach Rehearsal Hall construction started in Fiscal Year 1980-81, so the entire project will be complete and will be turned over to the City of San Francisco before January 1, 1982. Sponsors of the Performing Arts Center contracted with the War Memorial for management of the newly opened Symphony Hall.

George G. Matson was hired on March 5, 1980 as the Managing Director of the War Memorial Performing Arts Center.



### (3) USAGE OF FACILITIES

Bookings in the Opera House continued to fill all but a few days in June and even with the Symphony's move to the new hall very few days are available in Fiscal Year 1980-81.

The Herbst Theatre was rented 182 days in 1978-79 and this year it was rented 206 days. The Green Room was rented 42 days in 1978-79 and this year that increased to 60 days rented.

#### Museum of Modern Art

The Museum attracts ever increasing numbers of visitors to view its permanent collection, special exhibits, and film programs. In June 1980 the Museum had completed the remodeling of the lobby in the Veterans Building and by early 1981 both elevators will be completely modernized to more efficiently carry their patrons to the exhibit areas located on the third and fourth floors of the Veterans Building.

#### Veterans Facilities

Veterans organization offices on the first floor of the Veterans Building, as well as meeting rooms on the second floor, are controlled by the War Memorial Commission under the War Memorial Trust. The number of members attending meetings continues to decline as in past years.

### (4) FOUNDATION EMPLOYEES AND ACTIVITIES

The Performing Arts Center Foundation raised \$605,000 in the Spring of 1980 as a one-time bail out measure to provide funds for operation of the Center in Fiscal Year 1980-81. In future years the Foundation hopes to help fund the Center primarily for capital improvement needs and to assist in maximizing usage of the facilities.

By January, 1982, San Francisco will have one of the largest and finest performing arts centers in the world. The combined budgets of all the organizations that use the Center plus the amounts they add to the businesses around the Center amounts to over \$30,000,000. When a modest multiplier effect of four times is used the total economic impact on San Francisco is more than \$120,000,000 a year.

When this economic impact and the added quality of life provided because of the Center's activities are evaluated, hopefully the Mayor and the Board of Supervisors will agree with the staff and the Board of Trustees that a greater amount of funding is needed and justified to properly maintain and operate the complex.

Sincerely,

*George G. Matson*

George G. Matson, Managing Director  
War Memorial Performing Arts Center



George C. Watson, Managing Director  
Thelma Shelly, Executive Secretary and Assistant Managing Director

# WAR MEMORIAL OF SAN FRANCISCO

OPERA HOUSE . . . VETERAN'S BUILDING . . . ART MUSEUM

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Mrs. C. McIlford  
Gina Moscone  
Oscar M. Preston

September 14, 1981

The Honorable Dianne Feinstein  
Mayor, City and County of San Francisco  
City Hall - Room 200  
San Francisco, California 94102

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Dear Mayor Feinstein:

Pursuant to Charter Section 3.500 (e), herewith is the Annual Report for Fiscal Year 1980-81 for the San Francisco War Memorial and Performing Arts Center.

As set out in Charter Section 3.610, the Board of Trustees of the San Francisco War Memorial shall "have charge of the construction, administration, and operation of (the) War Memorial and of the grounds set aside therefor."

Through the efforts of Sponsors of the Performing Arts Center, Inc., the forty-million dollar Louise M. Davies Symphony Hall was opened on September 6, 1980. The Board of Trustees of the San Francisco War Memorial, during 1980-81, has by agreement with Sponsors been in charge of the administration, operation and maintenance of the Louise M. Davies Symphony Hall.

Once policies are set and procedures are approved by the Board of Trustees, they are executed by the Managing Director and Assistant Managing Director of the San Francisco War Memorial and Performing Arts Center. These two managing positions are assisted by a Public Relations Director, Administrative Assistant to the Managing Director handling bookings, Facility Services Manager, Office Manager, Senior Accountant, Bookkeeper, Senior Account Clerk, Senior Clerk Stenographer, Secretary and Clerk Typist. These eleven positions comprised the executive office of the San Francisco War Memorial and Performing Arts Center for Fiscal Year 1980-81. Civil Service positions include the Senior Accountant, Senior Account Clerk, Senior Clerk Stenographer and Clerk Typist. The remaining positions were funded for 1980-81 by the San Francisco Performing Arts Center Foundation. Apart from the executive office staff, there are currently thirty-nine permanent or temporary City positions as well as one gardener hired through an inter-departmental work order from Recreation and Park. In 1980-81 the War Memorial had three Ceta positions. At present, there are none.

An Operational and Performance Summary of the San Francisco War Memorial and Performing Arts Center for Fiscal Year 1980-81 is provided by the following data and comments covering (1) operation budget data, (2) capital improvements and facilities maintenance, (3) usage of facilities, and (4) Foundation employees and activities.

continued



## (1) WAR MEMORIAL COMPARATIVE OPERATING BUDGET DATA

War Memorial - General (46-01)

<u>Revenue</u>	<u>1978-79</u>	<u>1979-80</u>	<u>1980-81</u>
Ad Valorem	\$ 944,372	\$1,010,757	\$1,003,056
Earned Revenue:			
Opera House Rental	202,706	228,308	247,952
Symphony Hall Rental	-0-	-0-	218,001
Herbst Theatre & Green Room	18,823	42,230	34,468
Office Rental	7,650	27,295	43,690
Concessions	89,654	96,613	112,925
Miscellaneous Service Charges	627	4,445	11,278
Total Earned Revenue	\$ 319,460	\$ 398,891	\$ 668,314
Total Revenue Available	\$1,263,832	\$1,409,648	\$1,671,370

Expenditure Budget (City)War Memorial - General (46-01)

	<u>1978-79</u>	<u>1979-80</u>	<u>1980-81</u>
Personnel	\$581,604	\$ 826,137	\$ 975,170
Contractual Services	58,840	57,586	123,308
Materials & Supplies	22,000	25,682	48,785
Fixed Charges	55,000	-0-	-0-
Maintenance	164,126	127,666	112,517 - Facilities Maint
Services, other Departments	112,216	142,878	311,382
Total General Adm. Expenditures	\$993,786	\$1,179,949	\$1,571,162

War Memorial Art Museum (46-02)

	<u>1978-79</u>	<u>1979-80</u>	<u>1980-81</u>
Personnel	\$ 48,935	\$ 32,748	\$ 16,520
Contractual Services	29,170	-0-	60,899
Total Art Museum Expenditures	\$ 78,105	\$ 32,748	\$ 77,419
Total War Memorial Expenditures	\$1,071,891	\$1,212,697	\$1,648,581
Total Retd. to General Fund	\$ 191,941	\$ 196,951	\$ 22,789

continued



Total revenues available to the War Memorial in 1980-81 from the City were \$1,671,370 and total expenditures were \$1,648,581, resulting in a return to the general fund by the department of \$22,789.

In addition to the above, the San Francisco Performing Arts Center Foundation contributed \$605,000 for personnel services, other contractual services and materials & supplies for FY 1980-81 needed to operate the Louise M. Davies Symphony Hall which opened September 6, 1980.

Thus, the total cost to maintain the Veterans' Building, War Memorial Opera House and Louise M. Davies Symphony Hall was 2.3 million for FY 1980-81. For FY 1981-82, it is estimated that the cost will be \$2.6 million to maintain the entire complex.

## (2) CAPITAL IMPROVEMENTS AND FACILITIES MAINTENANCE

No funds were provided for capital improvements in the War Memorial budget for FY 1980-81. For FY 1981-82, \$250,000 has been provided to reglaze one side of each of the Opera House and the Veterans' Building to prevent erosion and deterioration due to age and weathering. According to City Planning estimates, the entire project will cost \$1,052,300. The FY 1980-81 budget included \$98,000 for facilities maintenance. There has been no increase in this amount for FY 1981-82 despite the addition of the new facility, Louise M. Davies Symphony Hall.

Zellerbach Rehearsal Wing construction which started in FY 1980-81, funded by the Sponsors of the Performing Arts Center, Inc., will be completed in October 1981. The entire project of Davies Symphony Hall and Zellerbach Rehearsal Wing will be turned over to the City and County of San Francisco on or before January 1, 1982.

## (3) USAGE OF FACILITIES

During FY 1980-81 there were 216 performances and events in the War Memorial Opera House with a total attendance figure over 600,000. One hundred eighty-three performances and events were held in Davies Symphony Hall with a total attendance of approximately 500,000 for the ten-month period beginning September 1980. The Herbst Theatre was rented for 154 days, and Green Room 98 days compared to 60 days in 1979-80.

### Museum of Modern Art

During FY 1980-81, the two elevators carrying patrons to the exhibit areas located on the third and fourth floors of the Veterans' Building were automated. This has helped to increase the number of visitors viewing the permanent collection, special exhibits and film programs of the San Francisco Museum of Modern Art. Total attendance was over 300,000.

### Veterans' Facilities

Veterans' organization offices on the first floor of the Veterans' Building, as well as meeting rooms on the second floor, are controlled by the War Memorial Commission under the War Memorial Trust. In December of 1980, Room 207 on the second floor was made available for the San Francisco Art Commission as temporary office space for six months due to a fire in its permanent location.

Our program objectives for FY 1981-82 are to maintain an area of 791,100 square feet,



an increase of 3.5% compared with that of FY 1980-81; to serve 9% more patrons; and increase the number of events from 651 to 740.

(4) FOUNDATION EMPLOYEES AND ACTIVITIES

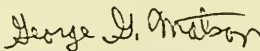
The San Francisco Performing Arts Center Foundation contributed \$605,000 in FY 1980-81 as a one-time bail-out measure to provide personnel services, contractual services and materials & supplies for the operation of the Davies Symphony Hall. For FY 1981-82, part of this additional income will come from General Fund revenue and part from Earned Revenue, through increased rental rates. By 1982-83, we anticipate that all Foundation administrative employees and 6 security guards will become City employees under the Civil Service Commission system.

The addition of Louise M. Davies Symphony Hall to the War Memorial complex has made the War Memorial Performing Arts Center the nation's second largest Center, next to Lincoln Center in New York. It has not only created a tremendous economic impact around the center but has also enriched the cultural life of people in San Francisco.

Maintenance of this type of modern cultural complex is expensive and the inflationary factor will make the facilities even more expensive to maintain in the future. However, in view of the economic impact and cultural enrichment the Center has and continues to provide, it is essential that the City allocate sufficient funds to properly maintain and efficiently operate the complex.

The continued cooperation of the Mayor and board of Supervisors in bringing about the realization of the above objectives will be greatly appreciated.

Sincerely,



George G. Matson  
Managing Director



Claude M. Jarman, Jr., President  
War Memorial Board of Trustees



# San Francisco War Memorial and Performing Arts Center

401 Van Ness Avenue Suite III  
San Francisco California 94102  
Telephone 415 621-6600

War Memorial Opera House  
Davies Symphony Hall  
Herbst Theatre  
Veterans Building  
Museum of Modern Art

Owned and Operated by  
the City and County of  
San Francisco

Trustee  
Claude M. Jarnal  
President  
Fred Campagna  
Vice President  
Alan D. Becker  
Mrs. Joseph D. Cuneo  
Mrs. Walter A. Haas Jr.  
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DEC 13 1983

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October 15, 1982

The Honorable Dianne Feinstein  
Mayor, City and County of San Francisco  
Room 200, City Hall  
San Francisco, CA 94102

Dear Mayor Feinstein:

In accordance with Section 3.500(e) of the Charter of the City and County of San Francisco, herewith is the Annual Report for the San Francisco War Memorial and Performing Arts Center for Fiscal Year 1981-82.

As set out in Section 3.610 of the Charter, the Board of Trustees of the San Francisco War Memorial shall "have charge of the construction, administration, and operation of said War Memorial and the grounds set aside therefor".

During 1981-82, the War Memorial Board of Trustees continued to operate Louise M. Davies Symphony Hall under the existing agreement with Sponsors of the San Francisco Performing Arts Center, Inc. A separate agreement dated July 1, 1981 between the War Memorial Board of Trustees and Sponsors authorized the Board to operate Zellerbach Rehearsal Hall, the construction of which was completed in October, 1981.

A certificate of final completion and occupancy was issued by the Department of Public Works for Louise M. Davies Symphony Hall on December 16, 1981 and for Zellerbach Rehearsal Hall on January 21, 1982. In addition on January 15, 1982, the City Architect issued a certificate of completion for the Opera House Addition. The statement of acceptance of the Performing Arts Center by the City and County of San Francisco was recorded on March 16, 1982.

During 1980-81 the San Francisco Performing Arts Center Foundation contributed \$605,000 in supplemental funding to cover personnel support services, other contractual services and materials and supplies necessary for the operation of the War Memorial, including Louise M. Davies Symphony Hall. On July 1, 1981 the War Memorial Board of Trustees and the San Francisco Performing Arts Center Foundation entered into an agreement regarding supplementary funds and personnel for the operation of the War Memorial, including Louise M. Davies Symphony Hall and Zellerbach Rehearsal Hall for the period July 1, 1981 to December 31, 1981, which was later amended to extend the period to June 30, 1982. Under this agreement the Foundation continued to provide the level of services and personnel provided the War Memorial in fiscal year 1980-81 and was reimbursed by the War Memorial through the general fund in the amount of \$820,155.

continued



The Honorable Dianne Feinstein

October 15, 1982

Page 2

As set forth in the Charter, policies and procedures as approved by the War Memorial Board of Trustees are executed by the Managing Director and Assistant Managing Director of the War Memorial. During 1981-82, management was assisted by the following Civil Service personnel: Sr. Accountant, Sr. Account Clerk, Sr. Clerk Stenographer, Clerk Typist, 15 custodians, 7 security guards, 2 stagedoor attendants, 1 Building and Grounds Superintendent, 5 stationary engineers, 1 electrician, 2 stage electricians, 1 window cleaner, 1 painter, and 1 gardener hired through an interdepartmental work order from the Recreation and Parks Department. Support personnel provided through the San Francisco Performing Arts Center Foundation included Public Relations Director, Booking Assistant, Office Manager, Bookkeeper, Facilities Services Manager, Secretary, Receptionist, 6 security guards, 9 custodians, 4 engineers, and one stage electrician.

An Operational and Performance Summary of the San Francisco War Memorial and Performing Arts Center for fiscal year 1981-82 is provided by the following data and comments covering (1) operational budget data, (2) capital improvements and facilities maintenance, (3) usage of facilities, and (4) Foundation employees and activities.

## (1) WAR MEMORIAL COMPARATIVE OPERATING BUDGET DATA

<u>War Memorial - General (46-01)</u>			
<u>Revenue</u>	<u>1979-80</u>	<u>1980-81</u>	<u>1981-82</u>
Ad Valorem	\$1,010,757	\$1,003,056	\$1,982,590
Earned Revenue:			
Opera House Rental	228,308	247,952	310,360
Davies Symphony Hall Rental	-0-	218,001	239,723
Zellerbach Hall Rental	-0-	-0-	31,620
Herbst Theatre and Green Room Rental	42,230	34,468	80,768
Office Rental	27,295	43,690	58,289
Concessions	96,613	112,925	143,416
Miscellaneous Service Charges	<u>4,445</u>	<u>11,278</u>	<u>52,474</u>
Total Earned Revenue	\$ 398,891	\$ 668,314	\$ 916,650
TOTAL REVENUE AVAILABLE	\$1,409,648	\$1,671,370	\$2,899,240
<u>Expenditure Budget (City)</u>			

<u>War Memorial - General (46-01)</u>			
	<u>1979-80</u>	<u>1980-81</u>	<u>1981-82</u>
Personnel	\$ 826,137	\$ 975,170	\$1,043,922
Contractual Services*	57,586	123,308	1,030,373*
Materials & Supplies	25,682	48,785	93,964
Fixed Charges	-0-	-0-	18,097

continued



The Honorable Dianne Feinstein  
 October 15, 1982  
 Page 3

<u>Expenditure Budget (City) continued</u>	<u>1979-80</u>	<u>1980-81</u>	<u>1981-82</u>
Maintenance	\$ 127,666	112,517	223,000
Services, Other Departments	<u>142,878</u>	<u>311,382</u>	<u>393,983</u>
Total Gen'l. Administration Expenditures	\$1,179,949	\$1,571,162	\$2,803,339

\*Contractual services for 1981-82 include \$820,155 paid to the San Francisco Performing Arts Center Foundation to provide personnel and other services to the War Memorial to assist in operation of Louise M. Davies Symphony Hall. During 1980-81, \$605,000 had been contributed by the Foundation to provide these services for nine months of operation.

<u>War Memorial Art Museum (46-02)</u>			
	<u>1979-80</u>	<u>1980-81</u>	<u>1981-82</u>
Personnel	\$ 32,748	\$ 16,520	-0-
Contractual Services	<u>-0-</u>	<u>60,899</u>	<u>49,619</u>
Total Art Museum Expenditures	\$ 32,748	\$ 77,419	\$ 49,619
Total Revenue Available	\$1,409,648	\$1,671,370	\$2,899,240
Total War Memorial & Art Museum Expenditures	<u>1,212,697</u>	<u>1,648,581</u>	<u>2,852,958</u>
TOTAL RETURNED TO GENERAL FUND	\$ 196,951	\$ 22,789	\$ 46,282

## (2) CAPITAL IMPROVEMENTS AND FACILITIES MAINTENANCE

In fiscal year 1981-82, \$485,100 was budgeted for Capital Improvements to provide extra terra cotta required to prevent erosion and deterioration of two sides each of the War Memorial Opera House and Veterans' Building. The fiscal year 1981-82 operational budget included \$223,000 for facilities maintenance of which \$125,000 had been appropriated through a supplemental appropriation for repair of the main curtain of the Opera House.

## (3) USAGE OF FACILITIES

Usage of all the War Memorial facilities as well as attendance increased during 1981-82 as seen in the chart below.

FACILITY	USAGE		ATTENDANCE	
	<u>1980-81</u>	<u>1981-82</u>	<u>1980-81</u>	<u>1981-82</u>
War Memorial Opera House	383	404	630,985	718,062
Davies Symphony Hall	275	342	472,466	511,534
Herbst Theatre	212	226	72,832	76,885
Green Room	110	144	--	--
Zellerbach Rehearsal Hall	--	<u>314</u>	--	--
TOTALS	979	1,430	1,176,283	1,306,481

Total usage of the War Memorial facilities increased by 46% in 1981-82 with attendance increasing by approximately 12%.

continued



The Honorable Dianne Feinstein  
October 15, 1982  
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### (3) USAGE OF FACILITIES (continued)

#### MUSEUM OF MODERN ART

Attendance at the San Francisco Museum of Modern Art was 286,488, an increase of 13% over the 1980-81 attendance.

#### VETERANS' FACILITIES

Veterans' organization offices on the first floor of the Veterans' Building, as well as meeting rooms on the second floor, are controlled by the War Memorial Commission under the War Memorial Trust. The Commission is responsible for scheduling of all Veterans' meetings.

### (4) FOUNDATION EMPLOYEES AND ACTIVITIES

The San Francisco Performing Arts Center Foundation contributed \$605,000 in fiscal year 1980-81 as a one-time bail out measure to provide personnel services, contractual services, and materials and supplies for the operation of Davies Symphony Hall for the nine-month period September, 1980 to June, 1981. During fiscal year 1981-82, through an agreement between the War Memorial Board of Trustees and the San Francisco Performing Arts Center Foundation, these personnel and other services were continued with funds from the General Fund and Earned Revenues. As of July 1, 1982, all personnel have been transferred to Civil Service Employment with the exception of Davies Symphony Hall engineers, contracted through CommAir Mechanical Services. The War Memorial has adopted a plan whereby Civil Service engineers will be phased into these positions over the next two years.

### CLOSING REMARKS

Fiscal year 1981-82 marked the first full year of operation of the War Memorial as a Performing Arts Center with the acceptance by the City of Louise M. Davies Symphony Hall and Zellerbach Rehearsal Hall. The completion of the Center has had a tremendous impact on the Civic Center area, resulting in the establishment of many new local restaurants and businesses. The completion of the Performing Arts Center Garage will add yet another important aspect of the Center, providing safety and convenience to our increased number of patrons.

With the adoption of the Hotel Tax Ordinance which provides the War Memorial and Performing Arts Center with 8.5% of the hotel tax fund, commencing with fiscal year 1982-83, we look forward to continuing to operate and maintain what is now the nation's second largest Performing Arts Center.

continued



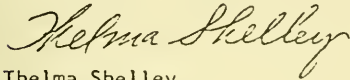
The Honorable Dianne Feinstein

October 15, 1982


Page 5

I would like to extend my thanks to you and the Board of Supervisors for your continued cooperation and support of the War Memorial, as well as your efforts that have enabled us to provide cultural enrichment to the citizens of San Francisco and to the many visitors from all over the world.

Sincerely,

A handwritten signature in cursive script that reads "Thelma Shelley".

Thelma Shelley  
Managing Director

A handwritten signature in cursive script that reads "Claude M. Jarman, Jr.". The signature is written in a fluid, connected style.

Claude M. Jarman, Jr.  
President  
War Memorial Board of Trustees

TS/CMJ:ebg



# San Francisco War Memorial and Performing Arts Center

401 Van Ness Avenue, Suite 110  
San Francisco, California 94102  
Telephone 415/ 621-6600

Thelma Shelley  
Managing Director

War Memorial Opera House  
Davies Symphony Hall  
Herbst Theatre  
Veterans Building  
Museum of Modern Art

Owned and Operated by  
the City and County of  
San Francisco

Trustees  
Fred Campagnoli  
President  
Thomas E. Horn  
Vice President  
Alan D. Becker  
Mrs. Joseph D. Cuneo  
Mrs. Walter A. Haas, Jr.  
Sam K. Harrison  
Claude M. Jarman, Jr.  
Krikor G. Krouzian  
Mrs. John W. Mailliard III  
Gina Moscone  
Oscar M. Preston

November 28, 1983

[Annual Report]

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The Honorable Dianne Feinstein  
Mayor, City & County of San Francisco  
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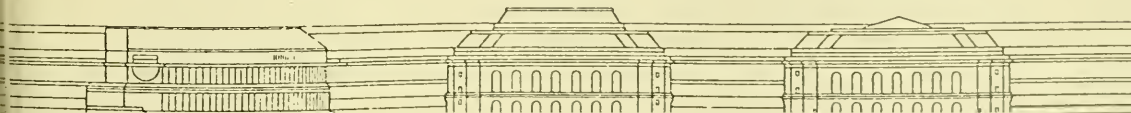
Dear Mayor Feinstein:

In accordance with Section 3.500(e) of the Charter of the City and County of San Francisco, herewith is the Annual Report for the San Francisco War Memorial and Performing Arts Center for Fiscal Year 1982-83.

As set out in Section 3.610 of the Charter, the Board of Trustees of the War Memorial of San Francisco shall "have charge of the construction, administration and operation of said War Memorial and the grounds set aside therefore." I am indebted to the members of the Board, to our Managing Director and to our Assistant Managing Director and Executive Secretary for the support given me during this year. The proper administration of the War Memorial facilities requires understanding as to their purpose, intelligent interest in its fulfillment and constant thought and effort for accomplishment.

Fiscal Year 1982-83 was the first full year of operation of all the facilities which comprise the San Francisco War Memorial and Performing Arts Center; the War Memorial Opera House and Veterans Building, Louise M. Davies Symphony Hall and Zellerbach Rehearsal Hall. During this fiscal year the War Memorial underwent a change in management personnel, and the Board of Trustees confidently appointed Mrs. Thelma Shelley as Managing Director and Ms. Elizabeth Murray as Assistant Managing Director and Executive Secretary.

As set forth in the Charter, policies and procedures as approved by the War Memorial Board of Trustees are executed by the Managing Director and Assistant Managing Director of the War Memorial. During Fiscal Year 1982-83, management was assisted and supported by the following Civil Service personnel: 3 Performing Arts Center Aides, Sr. Accountant, Accountant, Senior Account Clerk, Principal Clerk, Senior Clerk Stenographer, 2 Senior Clerk Typists, Clerk Typist, Institutional Police Sargeant, 17 Security Guards, Janitorial Services Supervisor, Custodial Supervisor, 2 Assistant Custodial Supervisors, 21 Custodians, Buildings and Grounds Superintendent, Senior Stationary Engineer, 4 Stationary Engineers, Electrician, Painter, 3 Stage Electricians, Window Cleaner, Gardener hired through interdepartmental work order from Recreation and Park and 4 Engineers provided through a personal services contract for engineering services in Davies Symphony Hall and Zellerbach Rehearsal Hall. The 1982-83 level of support personnel increased by only three positions over the 1981-82 level; those positions being Institutional Police Sargeant, Security Guard and Janitorial Services Supervisor.





## Annual Report for Fiscal Year 1982-83

November 28, 1983

Page two

An Operational and Performance Summary of the San Francisco War Memorial and Performing Arts Center for Fiscal Year 1982-83 is provided in the following data and comments:

1. Operational Budget Data
2. Capital Improvements and Facilities Maintenance
3. Facility Usage
4. Special Activities
5. Special Grant Awards

# 1. WAR MEMORIAL COMPARATIVE OPERATING BUDGET DATA

On February 11, 1983, Part III, Article 7, Section 515 of the San Francisco Municipal Code was amended to provide for allocation to the War Memorial of San Francisco 8.5% of the total amount of the monies collected and deposited in the Hotel Room Tax Fund. This appropriation to the War Memorial Special Fund is to be used only to defray the cost of maintaining, operating and caring for the War Memorial buildings and grounds as described in Section 27.3 of the San Francisco Administrative Code. This legislation helped to resolve budgetary problems facing the War Memorial and resident companies. Fiscal Year 1982-83 was the first year of War Memorial operation as a special fund department.

## War Memorial - General (46-01)

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>
<u>Revenue</u>			
Ad Valorem	\$1,003,056	\$1,982,590	--
8.5% Hotel Tax Funding	--	--	\$2,459,963
<u>Earned Revenue</u>			
Opera House Rental	274,952*	310,360*	263,633
Davies Symphony Hall Rental	218,001	239,723	229,570**
Zellerbach Rehearsal Hall Rental	-0-	31,620	52,785
Herbst Theatre & Green Room rental	34,468	80,768	74,611
Office Rental	43,690	58,289	82,583
Concessions	112,925	143,416	141,708
Miscellaneous Service Charges	<u>11,278</u>	<u>52,474</u>	<u>45,665</u>
<u>Total Earned Revenue</u>	\$ 668,314	\$ 916,650	\$ 890,555
TOTAL REVENUE AVAILABLE	\$1,671,370	\$2,899,240	\$3,350,518

\* Due to a rental rate dispute in FY 1980-81 San Francisco Opera rental for the War Memorial Opera House was paid in FY 1981-82 for usage dates in FY 1980-81. Thus Opera House rental for FY 1981-82 is unusually high.

\*\* During FY 1982-83, 51 days were required in Davies Symphony Hall for the installation of marble flooring in the orchestra lobby. These days were therefore unavailable for rental or usage.



Annual Report for Fiscal Year 1982-83

November 28, 1983

Page three

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>
<u>Expenditure Budget</u>			
Personnel	\$ 975,170	\$1,043,922	\$1,589,961
Contractual Services	123,308	1,030,373 <sup>1</sup>	435,880
Material and Supplies	48,785	93,964	138,924
Fixed Charges	-0-	18,097	32,606
Facilities Maintenance	112,517	223,000 <sup>2</sup>	115,389
Services, Other Departments	<u>311,382</u>	<u>393,983</u>	<u>340,104<sup>3</sup></u>
<u>TOTAL GENERAL OPERATING EXPENDITURES</u>	<u>\$1,571,162</u>	<u>\$2,803,339</u>	<u>\$2,652,864</u>

<sup>1</sup> Contractual Services for FY 1981-82 included \$820,155 paid to the San Francisco Performing Arts Center Foundation to provide personnel and other services to assist in the operation of Louise M. Davies Symphony Hall. During FY 1980-81, \$605,000 was contributed by the Foundation to provide these services for nine months of operation.

<sup>2</sup> Includes supplemental appropriation of \$125,000 for emergency repairs for the Opera House main curtain.

<sup>3</sup> During FY 1981-82, the War Memorial was charged the commercial rate for electricity consumption in Louise M. Davies Symphony Hall. For FY 1982-83, the War Memorial received the 80% discounted rate for electricity consumption in Davies Symphony Hall, therefore reducing heat, light and power costs by approximately \$89,000.

War Memorial - Art Museum (46-02)

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>
Personnel	\$ 16,520	-0-	-0-
Contractual Services	<u>60,899</u>	<u>49,619</u>	<u>49,618</u>
<u>TOTAL ART MUSEUM EXPENDITURES</u>	<u>\$ 77,419</u>	<u>\$ 49,619</u>	<u>\$ 49,618</u>

Recap War Memorial General and Art Museum

Total Revenue Available	\$1,671,370	\$2,899,240	\$3,350,518
General Operating Expenditures	1,571,162	2,803,339	2,652,864
Art Museum Expenditures	<u>77,419</u>	<u>49,619</u>	<u>49,618</u>
TOTAL RETURNED TO GENERAL FUND	\$ 22,789	\$ 46,282	-0-
SPECIAL FUND BALANCE	-0-	-0-	\$ 648,036
Carry forward of facilities maintenance funding			<u>42,770</u>
<u>ACCUMULATED SPECIAL FUND BALANCE</u>			<u>\$ 605,266</u>



Annual Report for Fiscal Year 1982-83

November 28, 1983

Page four

The hotel tax fund legislation, allocating an annual percentage to the War Memorial, provides that any unexpended balances remaining in the allocations at the close of any fiscal year shall be carried forward and accumulated by the War Memorial. Approximately \$212,500 of this accumulated special fund balance will be necessary to meet FY 1983-84 operating costs as the amount received from the hotel tax fund for FY 1983-84 has remained constant with the FY 1982-83 level of funding.

The ability to accumulate funds has allowed the War Memorial to intensively address the matter of facilities maintenance for the War Memorial facilities. In a recent survey prepared by our Buildings and Grounds Superintendent, it was estimated that the War Memorial must accumulate approximately \$225,000 per year for future facilities maintenance needs over and above funding for routine and unforeseen maintenance and special budgeted projects. Realizing the difficulty in accumulating an amount which will meet growing facilities maintenance needs, the War Memorial must make every effort to maximize its accumulated funds.

Additionally, the War Memorial is anticipating a one-time expense of approximately \$180,000.00 in FY 1984-85 to facilitate the replacement of contracted engineering personnel in Louise M. Davies Symphony Hall with Civil Service personnel as mandated by the Civil Service Commission. This phase-in plan involves a one-year training period for civil service engineers under the currently contracted employees so that Davies Symphony Hall will not experience any interruptions in services.

## 2. CAPITAL IMPROVEMENTS AND FACILITIES MAINTENANCE

In Fiscal Year 1982-83, the War Memorial received funding from the City's general fund for one critical capital improvement project. Through a supplemental appropriation, the War Memorial received \$270,000 to facilitate the renovation of the north freight elevator in the War Memorial Opera House. This elevator, critical to Opera, Ballet and outside productions, was badly in need of renovation as breakdowns and unsafe conditions were becoming more frequent and apparent.

Fiscal Year 1982-83 marked the first year of an extensive facilities maintenance program administered by the War Memorial. In previous years, funds allocated to the facilities maintenance program were insufficient to meet growing facilities maintenance needs. This problem became more acute with the addition of two facilities in FY 1980-81. During FY 1982-83, the facilities maintenance program was funded at a level of \$158,159, a 60% increase over the 1981-82 level of funding. Some overdue projects which were funded during FY 1982-83 are listed below:

- Miscellaneous plant mechanical repairs
- Repairs to sidewalks and driveways
- Replacement of hot water piping in the Opera House and Veterans Building
- Repairs to Opera House stage rigging system
- Repair copper roofs (Opera House and Veterans Building)
- Replace Veterans Building broken skylight glass
- Repairs of water damage to exterior walls (Opera House & Veterans Building)
- Installation of earthquake provisions as order by California Division of Industrial Safety (Veterans Building)
- Additional handicapped access projects (Opera House & Veterans Building)
- Alterations to Opera House Addition air-conditioning system to make it functional



Annual Report for Fiscal Year 1982-83

November 28, 1983

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## 2. CAPITAL IMPROVEMENTS AND FACILITIES MAINTENANCE (cont'd.)

Installation of power outlets, connections and cable racks in Davies Symphony Hall to accommodate television and telephone systems  
Building of storage closets, stage right and left, Davies Symphony Hall  
Repairs to ventilating fan struts, and balancing fans in Opera House and Veterans Building.

The War Memorial plans a continued extensive facilities maintenance program for Fiscal Year 1983-84 and future years.

## 3. FACILITY USAGE

Usage levels of the War Memorial facilities by resident and visiting performing companies were maintained at an excellent rate during Fiscal Year 1982-83.

<u>FACILITY</u>	<u>USAGE</u>		<u>ATTENDANCE</u>	
	<u>1981-82</u>	<u>1982-83</u>	<u>1981-82</u>	<u>1982-83</u>
War Memorial Opera House	407	395	718,062	692,740
Louise M. Davies Symphony Hall	325	289*	511,534	481,296*
Herbst Theatre	221	195	76,885	80,934
Zellerbach Rehearsal Hall	317	441	--	--
Green Room	<u>144</u>	<u>168</u>	<u>25,315</u>	<u>39,365</u>
TOTALS	1,414	1,488	1,331,796	1,294,335

\*During FY 1982-83, 51 days were required in Davies Symphony Hall for the installation of marble flooring in the orchestra lobby. These days were therefore unavailable for rental or usage.

Facility usage increased overall by 5%. All facilities maintained the excellent usage rate which was achieved in Fiscal Year 1981-82.

## 4. SPECIAL ACTIVITIES

The War Memorial facilities were the host to several very special activities during FY 1982-83.

### A. 50th Anniversary of the War Memorial Complex

On September 7, 1982, the War Memorial Board of Trustees celebrated the completion of the San Francisco War Memorial and Performing Arts Center at a 50th Anniversary Rededication Ceremony in the War Memorial Court. In honor of this occasion, the week of September 5-11 was declared by the Mayor as San Francisco War Memorial and Performing Arts Center week, and a resolution was passed by the San Francisco Board of Supervisors commending the War Memorial Board of Trustees on the occasion of their 50-year anniversary celebration and on the leadership displayed over the years in bringing the performing and visual arts and community services to the people of San Francisco.



Annual Report for Fiscal Year 1982-83

November 28, 1983

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A. 50th Anniversary of the War Memorial Complex

Representatives of the San Francisco Opera, San Francisco Symphony, San Francisco Ballet, San Francisco Museum of Modern Art, Veterans organizations and City officials participated in this celebration which marked the completion of 50 years of performing and visual arts in the War Memorial Opera House and Veterans Building.

B. San Francisco Salute in Honour of Her Majesty Queen Elizabeth II and His Royal Highness the Prince Philip, Duke of Edinburgh.

On Thursday, March 3, 1983, the City and County of San Francisco held a San Francisco Salute in Honour of Her Majesty Queen Elizabeth II and His Royal Highness the Prince Philip, Duke of Edinburgh in Louise M. Davies Symphony Hall. This special performance, broadcast live throughout the Bay Area, featured the San Francisco Symphony Youth Orchestra, St. Mary's Chinese Girls Drum & Bugle Corps, the University of California Marching Band, San Francisco Boy's Chorus, San Francisco Girl's Chorus, the Marine Drum & Bugle Corp, over 500 members of various Bay Area Scottish and Welsh pipe & drum bands, the superb Beach Blanket Babylon cast and special guest stars. This event was the City's official welcome to the Royal Party on their first visit to San Francisco. The War Memorial and Performing Arts Center was honored to host this event in Louise M. Davies Symphony Hall showcasing the diverse talents of Bay Area performing organizations. Through much hard work and cooperation from the various participating organizations, a fine performance and salute was given to our distinguished visitors.

C. San Francisco Symphony 1983 Black and White Ball

On April 23, 1983, the War Memorial facilities as well as City Hall and Civic Auditorium were the site of the San Francisco Symphony's Black and White Ball. Over 4,000 patrons attended this event encompassing the entire Civic Center area. Patrons and watchers of the event saw the War Memorial buildings at their finest. The huge success of this event was largely due to full cooperating efforts of the War Memorial and San Francisco Symphony.

5. SPECIAL GRANT AWARDS

The War Memorial was successful in obtaining three important grants during Fiscal Year 1982-83.

In September of 1982, the War Memorial received a supplemental grant from the Herbst Foundation to allow for the purchase and installation of a \$53,000.00 sound system in the Herbst Theatre. Installation of this superior system was completed in May of 1983, and the War Memorial is now able to offer tenants of the Herbst Theatre use of a high-quality sound system including up-to-date backstage communication functions.

In February of 1983, the War Memorial received a grant in the amount of \$12,000 from the S. H. Cowell Foundation to purchase equipment for the Herbst Theatre which would directly benefit performing groups appearing in the theatre. Supplemental sound equipment and a portable dance floor have to date been purchased through this grant, and additional lighting equipment is scheduled for purchase, all of which is made available to Herbst Theatre performing organizations at no charge.



5. SPECIAL GRANT AWARDS (cont'd.)

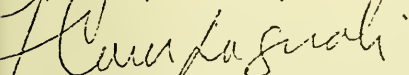
In the last weeks of FY 1982-83, the War Memorial received notification that a matching grant of \$17,000 had been awarded to the War Memorial from the San Francisco Foundation for the purchase and installation of Sennheiser Infra-Red Audio Transmission Systems for the hearing impaired in Louise M. Davies Symphony Hall and the War Memorial Opera House. The War Memorial is currently pursuing matching funds in order to undertake this important improvement project.

CLOSING REMARKS

Fiscal Year 1982-83 marked a year of transition for the War Memorial with its new status as a special fund department and new management personnel. The War Memorial Board of Trustees together with staff have developed further policies, procedures and programs that will address current and long-term needs of the Performing Arts Center and of resident artistic companies. The War Memorial Board of Trustees is committed to furthering the purpose of providing outstanding cultural entertainment and education to citizens of San Francisco.

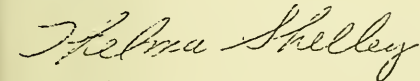
I would like to extend my thanks to you and the Board of Supervisors for your continued cooperation and support of the War Memorial and Performing Arts Center as well as for your personal efforts that have enabled us to provide cultural enrichment to Bay Area residents and to our many visitors.

Respectfully submitted,



Fred Campagnoli  
President

War Memorial Board of Trustees



Thelma Shelley  
Managing Director  
San Francisco War Memorial and Performing Arts Center

FC:TS:ebg



# San Francisco War Memorial and Performing Arts Center

401 Van Ness Avenue  
San Francisco, California 94102  
Telephone 435-6210

War Memorial Board  
Dianne Feinstein, Mayor  
President  
John W. Mailliard III  
Vice President

Owned and Operated by  
the City and County of  
San Francisco

The Manager  
Managing Director

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Mrs. John W. Mailliard III  
Mrs. George R. Muscone  
Darrell I. Solomon

October 2, 1984

OCT 16 1984

The Honorable Dianne Feinstein  
Mayor, City and County and San Francisco  
200 City Hall  
San Francisco, CA 94102

Dear Mayor Feinstein:

In accordance with Section 3.500(e) of the Charter of the City and County of San Francisco, herewith is the Annual Report for the San Francisco War Memorial and Performing Arts Center for Fiscal Year 1983-84.

As set out in Section 3.610 of the Charter, the Board of Trustees of the War Memorial of San Francisco shall "have charge of the construction, administration and operation of said War Memorial and the grounds set aside therefore." The Board, management and staff of the War Memorial have continued in their dedicated work to properly administer the War Memorial facilities which offer a multitude of cultural entertainment forms to San Francisco residents and visitors.

Following three transitional years, including the addition of Louise M. Davies Symphony Hall in 1980-81, the addition of Zellerbach Rehearsal Hall in 1981-82 and the transition of private employees to Civil Service in 1982-83, FY 1983-84 marked a year in which departmental objectives could be measured and long-range goals identified.

As set forth in the Charter, policies and procedures approved by the War Memorial Board of Trustees are executed and implemented by the Managing Director and Assistant Managing Director of the War Memorial. During Fiscal Year 1983-84, War Memorial management was assisted and supported by the following Civil Service personnel: 3 Performing Arts Center Aides, Senior Accountant, Accountant, Sr. Account Clerk, Principal Clerk, Sr. Clerk Stenographer, 3 Senior Clerk Typists, Institutional Police Sergeant, 18 Security Guards, Janitorial Services Supervisor, Custodial Supervisor, 2 Assistant Custodial Supervisors, 21 Custodians, Buildings and Grounds Superintendent, Chief Engineer, Senior Stationary Engineer, 4 Stationary Engineers, Electrician, Painter, 3 Stage Electricians, Window Cleaner, Gardner (hired through interdepartmental work order with Recreation and Park), and four contractual engineering personnel to perform engineering and mechanical services in Louise M. Davies Symphony Hall and Zellerbach Rehearsal Hall.

FY 1983-84 support personnel increased by only one position over the

continued



October 2, 1984/Page 2

FY 1982-83 level of support personnel. The War Memorial deleted the position of 1222 Sr. Payroll and Personnel Clerk and added two positions: Chief Engineer and Security Guard. The position of Chief Engineer was added to the War Memorial engineering staff in order for the War Memorial to meet continually increasing buildings service needs due to increased activities in the facilities and due to an increasing volume of maintenance work necessitated by the age of the facilities. The addition of one Security Guard was necessary in order for the War Memorial to provide full security services at Zellerbach Rehearsal Hall.

An Operational and Performance Summary of the San Francisco War Memorial and Performing Arts Center for Fiscal Year 1983-84 is provided in the following data and comments:

1. Operational Budget Data
2. Facilities Maintenance and Capital Improvement Programs
3. Facility Usage
4. Special Activities
5. Long-Range Planning

#### 1. WAR MEMORIAL COMPARATIVE OPERATING BUDGET DATA

On February 11, 1983, Part II, Article 7, Section 515 of the San Francisco Municipal Code was amended to provide for allocation to the War Memorial of San Francisco 8.5% of the total amount of monies collected and deposited in the Hotel Room Tax Fund. This appropriation to the War Memorial Special Fund is to be used to defray the cost of maintaining, operating and caring for the War Memorial buildings and grounds as described in Section 27.3 of the San Francisco Administrative Code. Provided below are War Memorial revenue and expenditure amounts for Fiscal Years 1981-82, 1982-83 and 1983-84.

#### WAR MEMORIAL - GENERAL (46-01)

	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>
<u>REVENUE</u>			
Ad Valorem	\$1,982,590	---	---
8.5% Hotel Tax Fund	---	\$2,459,963	\$2,672,776
<u>Earned Revenue</u>			
Opera House Rental	\$ 310,360 <sup>1</sup>	\$ 263,634	\$ 263,305
Davies Symphony Hall Rental	239,723	229,571 <sup>2</sup>	296,798
Zellerbach Rehearsal Hall Rental	31,620	52,785	44,315
Herbst Theatre/Green Room Rental	80,768	74,611	108,930

continued



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	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>
Office Rental	58,289	82,582	95,947
Concessions	143,416	141,708	166,437
Miscellaneous Service Charges	<u>52,474</u>	<u>45,665</u>	<u>58,797</u>
	\$ 916,650	\$ 890,556	\$1,034,529
TOTAL REVENUE AVAILABLE	\$2,899,240	\$3,350,519	\$3,707,305

<sup>1</sup>Due to a rental rate dispute in FY 1980-81, San Francisco Opera rental for the War Memorial Opera House was paid in FY 1981-82 for usage dates in 1980-81. Thus Opera House rental for FY 1981-82 is unusually high.

<sup>2</sup>During FY 1982-83, 51 days were required in Davies Symphony Hall for the installation of marble flooring in the orchestra lobby. These days were therefore unavailable for rental.

<u>EXPENDITURES</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>
Personnel and Fringe Benefits	\$1,043,922	\$1,589,961	\$1,869,982
Contractual Services	1,030,100 <sup>1</sup>	434,463	495,393
Travel	273	1,417	4,670
Materials and Supplies	93,964	138,924	162,858
Insurance	18,097	32,606	32,009
Services Other Departments	<u>393,983</u>	<u>340,104</u>	<u>397,555</u>
Total Operating Expenditures	\$2,580,339	\$2,537,475	\$2,962,467
Facilities Maintenance	<u>223,000<sup>2</sup></u>	<u>115,389</u>	<u>281,915</u>
TOTAL DEPARTMENTAL EXPENDITURES	\$2,803,339	\$2,652,864	\$3,244,382

<sup>1</sup>Contractual Services for FY 1981-82 included \$820,155 paid to the San Francisco Performing Arts Center Foundation to provide personnel and other services to assist in the operation of Louise M. Davies Symphony Hall and Zellerbach Rehearsal Hall. Prior to FY 1981-82, these services had been provided through private funds of the Foundation.

<sup>2</sup>Includes supplemental appropriation of \$125,000 for emergency repairs to the Opera House main curtain.

War Memorial - Art Museum (46-02)

<u>EXPENDITURES</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>
Contractual Services	\$ 49,619	\$ 49,618	\$ 49,619

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ReCap War Memorial General and Art Museum

TOTAL REVENUE AVAILABLE	\$2,899,240	\$3,350,519	\$3,707,305
General Operating Expenditures	2,803,339	2,652,864	3,244,382
Art Museum Expenditures	<u>49,619</u>	<u>49,618</u>	<u>49,619</u>
TOTAL RETURNED TO GENERAL FUND	\$ 46,282	---	---
Special Fund Balance	---	\$ 648,037	\$ 413,304
Carry forward of Facilities Maintenance Funding		<u>42,770</u>	<u>80,307</u>
ACCUMULATED SPECIAL FUND BALANCE	---	\$ 605,267	\$ 332,997

During Fiscal Years 1982-83 and 1983-84, the War Memorial was able to realize a special fund balance due to savings in the areas of permanent salaries and fringe benefits. These savings were largely due to the number of temporary personnel within the department and due to long delays in the filling of permanent positions. It is highly unlikely that future year-end surplusses will occur due to the fact that the War Memorial is now operating with few employment vacancies and due to a 71% reduction in the number of temporary employees within the department. The hotel tax fund legislation, allocating an annual percentage to the War Memorial, provides that any unexpended balances remaining in the allocation at the close of any fiscal year shall be carried forward and accumulated by the War Memorial. Approximately \$287,311 of this accumulated special fund balance will be necessary to meet FY 1984-85 operating costs. The hotel fund allocation to the War Memorial for FY 1984-85 represents a 2% decrease from the actual amount received in FY 1983-84, while the War Memorial's operating budget increased by 15%. Without additional funding from the hotel tax fund or from earned revenue sources, it will be necessary for the War Memorial to continue using surplus funds to balance its operating budget. It is projected that the use of surplus funds for this purpose will result in depletion of any accumulated special fund balance by FY 1986-87.

Should additional funding become available to the War Memorial for its operating budget, it is the department's intention to use any accumulated surplus funds to intensively address facilities maintenance projects within the complex. In a recent report prepared by the War Memorial Buildings and Grounds Superintendent, it is estimated that the War Memorial must accumulate a minimum of \$326,043 per year for facilities maintenance needs over and above funding for routine and on-going maintenance and special budgeted projects. Facilities maintenance funding to the War Memorial has traditionally been sufficient for only a portion of critical and urgent maintenance needs. It is, therefore, essential that the War Memorial accumulate surplus funds to address the remaining portion of projects.

## 2. FACILITIES MAINTENANCE AND CAPITAL IMPROVEMENT PROGRAMS

Fiscal Year 1983-84 marked the second year of an extensive facilities maintenance program administered by the War Memorial. In years previous to 1982-83, funds allocated to the facilities maintenance program were

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insufficient to meet growing facilities maintenance needs. This problem became more acute with the addition of two facilities in FY 1981-82. During FY 1982-83, the facilities maintenance program was funded through the War Memorial's hotel tax fund allocation at a level of \$158,159, a 60% increase over the 1981-82 level of funding, but still far below the level of funding required for facilities of this magnitude. In FY 1983-84, again within the War Memorial's hotel tax fund allocation, \$362,222 in facilities maintenance projects were funded. This level of funding enabled the War Memorial to take on the following projects:

- Regular maintenance and repair of pumps, fans, motors and valves.
- Repairs to Opera House auditorium seats, drapes, carpeting and curtains.
- Cleaning of ornamental work above the Opera House stage.
- Replacement of miscellaneous water piping.
- Repairs to Opera House stage rigging facilities.
- Repairing of Opera House and Veterans Building copper roofs.
- Repairs to sidewalks and driveways.
- Repairs to the Opera House main curtain lining.
- Replacement of Opera House scenery battens.
- Repair of Opera House ventilating system air filter fans.
- Vacuum and clean Opera House grid-iron floors, fly galleries and crossovers.
- Replace Davies Hall parking lot fence and gate.
- Sandblast and paint Memorial Court ornamental iron fences and light standards.
- Replace Van Ness Avenue frontage shrubs.

During 1983-84, the War Memorial received funding from the City's general fund for one capital improvement project. At a total project cost of \$650,000, the War Memorial completed Phase II of the exterior restoration of the Opera House and Veterans Building. This project included washing, repairing and sealing the north and west exterior walls of the Opera House and Veterans Building and waterproofing the main room-rain gutter. Phase I of this project, washing, repairing and sealing of south and east exterior walls was performed in FY 1981-82 at a project cost of \$485,000.

### 3. FACILITY USAGE

During the past fiscal year, the War Memorial and Performing Arts Center facilities were used by more performing organizations than in any prior year. Maintaining 100% usage of the Opera House, the War Memorial earned \$263,305 in rental revenue: 94% of the departmental projection. San Francisco Opera, San Francisco Ballet, American Ballet Theatre, Joffrey Ballet and one-night events were attended by 670,000 patrons.

Usage of Louise M. Davies Symphony Hall increased by 33% over 1982-83, with 206 performances offered to Bay Area residents and visitors. Davies Hall rental revenue increased 29% over the previous year, totaling \$296,798.

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Herbst Theatre and Green Room usage during 1983-84 increased dramatically: 20% over 1982-83 usage. A total of 196 performances produced the highest activity level in Herbst Theatre's history. Herbst Theatre became the venue for a number of new performances series in 1983-84 including the Pocket Opera Company, Primarius Ensemble and the San Francisco Chamber Orchestra. These organizations join our other excellent series presentors: San Francisco Performances, Today's Artists, City Arts & Lectures, the San Francisco Museum of Modern Art, San Francisco Children's Opera, Chamber Soloists of San Francisco, Friends of San Francisco Public Library and the Golden Gate Geographic Society.

Usage statistics are provided below:

	USAGE		ATTENDANCE	
	1982-83	1983-84	1982-83	1983-84
<u>FACILITY</u>				
War Memorial Opera House	395	397	692,740	668,599
Louise M. Davies Symphony Hall	289*	383	481,296	466,263
Herbst Theatre	195	234	80,934	99,702
Zellerbach Rehearsal Hall	441	468	---	---
Green Room	<u>168</u>	<u>201</u>	<u>33,378</u>	<u>33,911</u>
TOTALS	1,488	1,683	1,288,348	1,268,475

\*During FY 1982-83, 51 days were required in Davies Symphony Hall for the installation of marble flooring in the orchestra lobby. These days were therefore unavailable for rental.

Facility usage in 1983-84 increased overall by 13% with a similar 14% increase in rental revenue.

#### 4. SPECIAL ACTIVITIES

##### San Francisco Symphony's Ruffatti Organ

During the period August 1982 to March 1984, the San Francisco Symphony installed its new electro-pneumatic organ in Davies Symphony Hall, the largest concert hall organ in North America. The organ, with 132 ranks and 7,373 pipes was premiered on April 7, 1984 in a special Organ Inaugural Gala at Davies Symphony Hall. The organ will be increased in the Spring of 1985 to 163 ranks and 9,235 pipes.

##### Archives for the Performing Arts

In January of 1983, the War Memorial approved the use of space in the War Memorial Opera House for the Archives of the Performing Arts. The Archives, founded and compiled by the late Russell Hartley, contain a comprehensive record of the City's performing arts from 1849 to present.

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Following minor modification to a former chorus room, the Archives moved into the Opera House in April of 1983. The inclusion of the Archives for the Performing Arts in the War Memorial Opera House will allow the Archives to grow and prosper and to preserve the ever-expanding history of cultural life in the City of San Francisco.

#### SAN FRANCISCO FOUNDATION GRANT

In August of 1983, the San Francisco War Memorial and Performing Arts Center received a generous matching grant in the amount of \$17,000 from the San Francisco Foundation for the purchase and installation of Sennheiser Infrared Transmission Systems in the War Memorial Opera House and Louise M. Davies Symphony Hall. These systems, once installed, will permit patrons with hearing impairments to enjoy performances from any location in the auditorium. The War Memorial Board of Trustees is at present working to secure the necessary matching funds for this project.

#### Retirement of Rudy Palihnich, Building and Grounds Superintendent

I feel it appropriate to include in this annual report the retirement of Rudy Palihnich, War Memorial Buildings and Grounds Superintendent, on June 29, 1984 after 32 years of dedicated service to the City and County of San Francisco. Mr. Palihnich was with the War Memorial department for 30 years overseeing all mechanical and engineering operations. The War Memorial was honored to have had such a dedicated City employee in its department.

#### 4. LONG RANGE PLANNING

During FY 1983-84, the War Memorial Board and management worked together to develop long-range plans for the War Memorial and Performing Arts Center. The War Memorial will continue to fulfill its mandate to monitor and protect the interests and respond to the needs of our major tenants: San Francisco Museum of Modern Art, Veterans Organizations, the San Francisco Symphony, Opera and Ballet.

The War Memorial is experiencing increased demands to provide space for a variety of needs including special events and entertainments in our facilities. In order to maximize our revenue and expand our rental possibilities, it is essential that the War Memorial work toward obtaining funding for the installation of kitchen/restaurant facilities for Davies Symphony Hall and for the renovation of same in the Opera House.

Other mandatory long range goals of the War Memorial include the recarpeting of the entire first floor of the War Memorial Opera House, the repair of the exterior of Davies Hall, including the removal of defective mortar wall joints and retucking point of the Davies facade, and the renovation of the Veterans Building Green Room.

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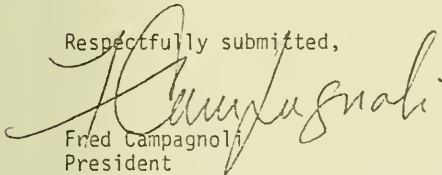
The War Memorial has further identified long-range goals of developing the Grove and Franklin Streets site, increasing funding for facilities maintenance and capital improvement projects and to continue to increase outside bookings of the War Memorial facilities. During FY 1983-84, the War Memorial completed its first comprehensive brochure which will be used in marketing and public relations efforts. This brochure includes historical information regarding the center, information on each of the centers major tenants, and provides full technical and rental information. The War Memorial is confident that this new brochure will show the War Memorial and Performing Arts Center at its best and will prove to be critical in marketing the facilities.

CLOSING REMARKS

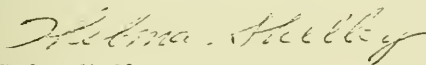
The War Memorial Board, management and staff have worked closely in this past fiscal year fulfill the obligation of caring for and promoting the War Memorial facilities. The War Memorial has developed further policies, procedures and programs that will address both current and long-term needs of the Performing Arts Center and of the resident artistic companies.

I would like to extend my thanks to you and the Board of Supervisors for your continued cooperation and support of the San Francisco War Memorial and Performing Arts Center.

Respectfully submitted,



Fred Campagnoli  
President  
War Memorial Board of Trustees



Thelma Shelley  
Managing Director  
San Francisco War Memorial and Performing Arts Center

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